

Pioneering **Sustainable Development**

Sustainability Report 2023-2024

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About the Report

Scope: This is our second Sustainability Report covering the years 2023 and 2024, after our inaugural report in 2022. The report has been prepared for the Community Development Authority (CDA) in Dubai and captures the efforts and achievements of CDA during the two reporting years. As an embodiment of our commitment to transparency and accountability, this report encompasses CDA's sustainability journey, reflecting our dedication to contributing positively to the UAE's development.

Report Methodology: This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards and supports the objectives of the Dubai Plan 2033, the Dubai Social Agenda 2033 and the national ambition of the UAE Net Zero 2050, while aligning with the United Nations Sustainable Development Goals (SDGs).

Comparable Data: This report covers CDA's performance for the 2023 and 2024 reporting periods. To support year-on-year comparability, selected data points for 2021 and 2022 have been included where available. For further details on historical performance, readers are referred to CDA's Sustainability Report 2022.

[↗ CDA Sustainability Report 2022](#)

Assurance: While external assurance was not obtained, the report has undergone internal review and validation processes to ensure accuracy and alignment with reporting standards.

Points of Contact: In case of questions or feedback on this, or our previous sustainability report, please contact Ayesha Al Adeedi and Maha Al Suwaidi at csr@cda.gov.ae





Director General's Foreword

Esteemed Stakeholders,

I am pleased to present CDA's Sustainability Report for the years 2023 and 2024. This report reflects our continued commitment to advancing sustainable development, strengthening the social fabric of our community and capturing a period of growth and consolidation, during which sustainability has increasingly become an integral part of how we deliver our services.

Over the course of 2023, CDA focused on strengthening its sustainability foundations by enhancing data collection processes, improving internal coordination, and embedding sustainability considerations across key areas of operation. Building on this groundwork, 2024 was marked by deeper integration, with greater emphasis on operational efficiency, responsible resource management, and accountability as the demand for community services continued to grow. Throughout both years, CDA remained focused on its core mandate of serving the community through empowering, inclusive and people-centred initiatives. While operating within a dynamic environment, we sought to balance service delivery with long-term resilience, ensuring that our actions contribute to sustainable social impact.

As we look ahead, CDA remains committed to advancing sustainability across all its services, maintaining continuous operational improvement, and expanding initiatives that deliver lasting social impact. We will ensure that our work continues to be strongly aligned with national and global frameworks, including the Dubai Plan 2033, the Dubai Social Agenda 2033 and the SDGs, reinforcing our role in supporting the Emirate's broader sustainability vision. Our journey toward sustainability is ongoing, and we will continue to embrace innovation, collaboration, and responsible practices to support a resilient, thriving, and flourishing community.

I would like to extend my sincere appreciation to our employees, partners, and all stakeholders for their continued collaboration, and commitment. Your support has been instrumental in enabling CDA to translate sustainability commitments into meaningful action and measurable outcomes.

H.E. Hessa bint Essa Buhumaid

Director General of the Community Development Authority, Dubai



2023-2024 Highlights

First Year of Reporting on

- Scope 2 Emissions
- Water Consumption
- Produced Waste
- Emissions Intensity

Average of

61%
of Local Employees in
2023 and 2024

Roll-out of Updated
Organisational
Structure in 2024

Average of

21
Nationalities among
the Workforce

75.1%

Average Employee
Satisfaction in 2023
and 2024

11.4%

of SME Suppliers in
2024

Continuous Delivery of
Social Services through

15+

Specialised
Departments

72.8%

of Complaints Resolved
within 5 Working Days in
2024



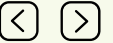
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About CDA

CDA was established by a decree of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, in July 2008. As a government authority, CDA is responsible for developing and implementing the social development framework for the Emirate of Dubai in line with the objectives of Dubai's Strategic Plans. It oversees the social sector to ensure the effective delivery of social services through integrated and efficient management systems, including the development, implementation and oversight of strategic plans, as well as the proposal of laws to strengthen social development outcomes. Through its broad regulatory and developmental mandate, CDA plays a central role in shaping Dubai's social landscape by translating national priorities into tangible outcomes for individuals, families and communities. By integrating policy development, service delivery and community wellbeing, CDA works to enhance the quality of life, expand access to essential support services and strengthen a resilient, empowered and inclusive society across the emirate.



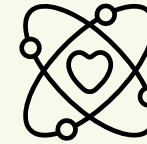
Vision

A leading society that drives **sustainable development.**



Mission

To develop social programmes and services that align with the aspirations of Dubai's community. We build effective partnerships with private and non-profit sectors to achieve sustainable development for an innovative and empowered community. Our mission fosters opportunities for all members while promoting national identity and community participation.



Values



Leadership & Teamwork

We are committed to building capable community leaders and qualified teams, providing them with the support and the enabling environment needed to achieve excellence on an ongoing journey of community leadership.



Learning & Innovation

We are committed to building a learning organisation, fostering a culture of creativity and renewal, and investing in community research and development, deploying it in innovative ways that serve our mission and strategic priorities.



Justice and Community Happiness

We believe justice and happiness are fundamental to Human Rights and form the cornerstone of community care culture and social cohesion practices.



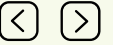
Volunteerism and Community Participation

We promote a culture of volunteering and community engagement in service of the nation, strengthen social cohesion, support vulnerable groups, and enabling them to live with dignity and safety.



Institutional Reputation

We reinforce a positive reputation in the hearts and minds of stakeholders through every workplace interaction and service experience.



Key Divisions and Departments

CDA has developed a comprehensive network of sectors to guide its community engagement work, capturing the full scope of its responsibilities while responding to the diverse needs of the Emirati society.



Community Regulations & Services Sector

Regulates, licenses and monitors community and social sector entities, including civil organisations and family development services, while ensuring compliance with standards, accreditation requirements and regulatory frameworks.



Community Empowerment Sector

Designs and delivers programmes and services that support vulnerable groups, enhance financial and social inclusion, and promote wellbeing for families, senior citizens, People of Determination and individuals in need of care and rehabilitation.



Social Development Sector

Leads social policy development, community strategies, social data and research, and investment initiatives to advance long-term social development outcomes and evidence-based policymaking across Dubai.



Corporate Support Sector

Provides core enabling functions, including human capital, digital transformation, legal, finance, administration and IT, to ensure strong governance, operational effectiveness and organisational performance across CDA.



Corporate Strategy

Our current organisational strategy is aligned with the UAE’s social sector priorities, as well as with Dubai Social Agenda 2033, Dubai Plan 2030 and the SDGs.

Strategic Objectives

Stakeholder Perspective

- Enhance financial empowerment of Emiratis
- Achieve family stability
- Protect, integrate and rehabilitate vulnerable groups
- Strengthen social cohesion
- Develop the social sector

Internal Operations Perspective

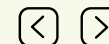
- Strengthen partner roles in sustainable social development
- Integrate services and enhance customer experience
- Raise community awareness
- Develop social studies and research

Learning and Growth Perspective

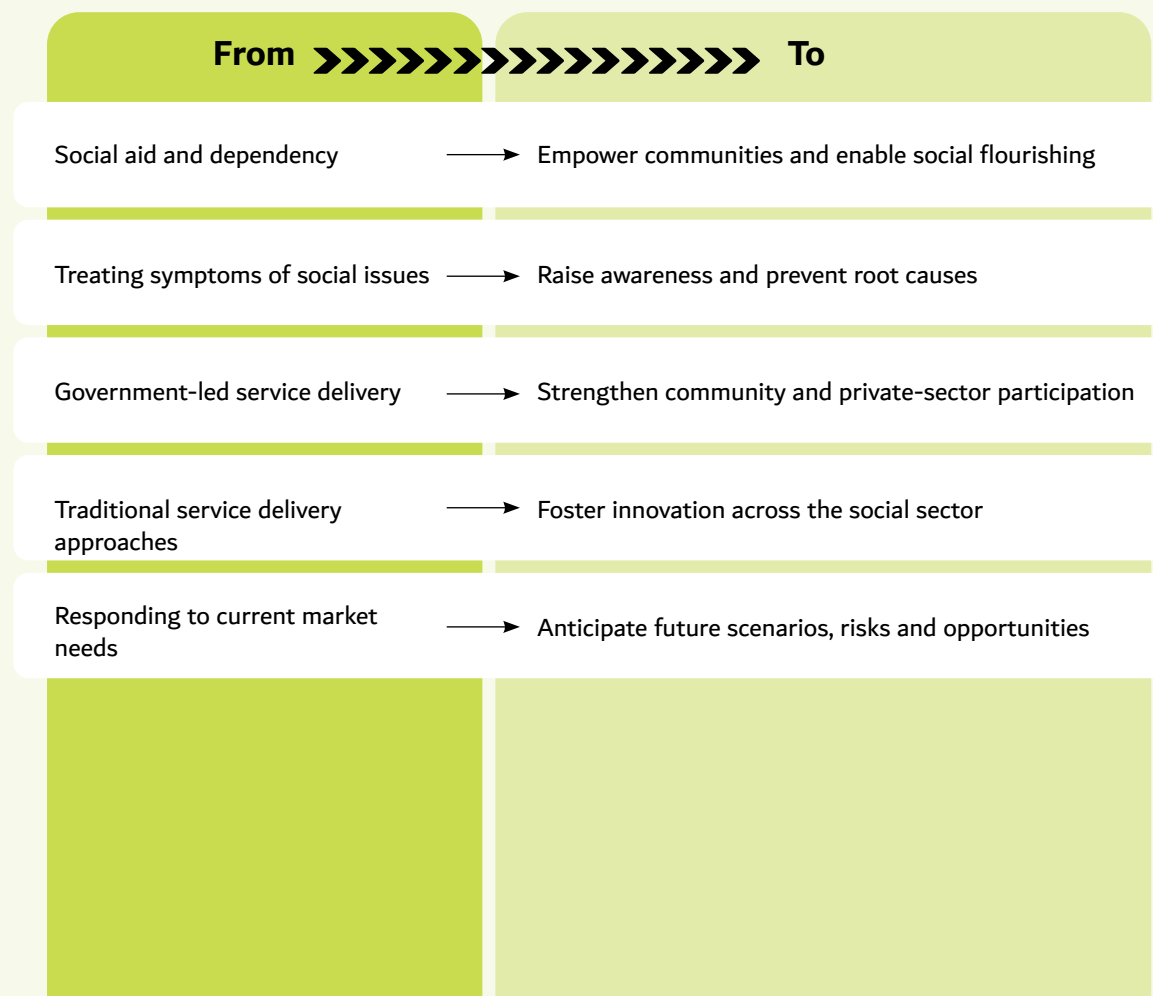
- Increase employee happiness, capability and productivity
- Improve operational efficiency and institutional leadership
- Build a secure and proactive digital infrastructure
- Foster innovation and future scenario planning

Financial Perspective

- Enhance financial efficiency and optimal use of resources and assets
- Diversify funding sources and strengthen social responsibility



Future Directions





Strategic Priorities under the Dubai Social Agenda 2033

With a budget of AED 208 billion, the Dubai Social Agenda 33 represents the Dubai Government's comprehensive plan for its community until 2033. It aims to support families by protecting, empowering, and enhancing various aspects of their lives. It addresses areas such as housing, quality of life, identity and values, social cohesion, healthcare, and future skills for future generations.

Purpose

The Dubai Social Agenda 33 is designed to fulfill five key purposes:

- Fostering happy, cohesive and tolerant families that are connected to local values and the national identity
- Building the most efficient healthcare system by promoting healthy lifestyles, quality of affordable healthcare, preventive and physical and mental health services
- Establishing an education system that meets Dubai's future aspirations, enhancing its human capital through high-quality, affordable education across diverse platforms that equip students with future skills
- Creating a proactive social system that provides protection and empowerment, ensuring equal opportunities to all segments of the community. This includes promoting social and humanitarian work as well as volunteering activities at individual and institutional levels
- Providing the best living experience, residential services, cultural and sporting events and highlighting the Emirati cultural, architectural and environmental legacies.

Objectives

The Dubai Social Agenda 33 outlines six objectives for the next decade:



Positioning Dubai among the world's top 3 cities in terms of standard of living



Achieving a healthy life expectancy that ranks among the world's top ten



Establishing the quality of education in Dubai among the world's top 10 cities



Tripling the number of Emiratis working in the private sector



Providing a land plot and a loan for every new Emirati family within one year of their application



Supporting efforts to double the number of new Emirati families in Dubai.



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Methodology

The materiality analysis remains a core element in shaping CDA's sustainability reporting, providing a structured basis for understanding the sustainability topics most relevant to its mandate and operations. The assessment identifies and evaluates material issues that may significantly influence CDA's role as a leading government authority in the UAE, spanning economic, environmental, governance and social dimensions that are critical to both organisational performance and stakeholder expectations.

CDA last conducted a comprehensive materiality assessment as part of its 2022 Sustainability Report. For the current reporting cycle, the material topics have not been refreshed, as they continue to be considered relevant and reflective of CDA's activities and stakeholder priorities.

The 2022 materiality exercise was conducted in three key steps, and its insights continue to guide CDA in prioritising the sustainability topics most relevant to the organisation and its stakeholders.

Firstly, we conducted a benchmark analysis with industry peers in the community development sector. This comparative assessment provided valuable insights into prevailing sustainability practices and material priorities at local and global levels. The exercise also helped CDA identify areas for improvement and innovation within our own sustainability practices.

Building on the benchmark analysis, we conducted comprehensive internal and external stakeholder engagements. Surveys, interviews, and consultations provided diverse perspectives. Interviews and discussions with internal stakeholders deepened our understanding of CDA's corporate strategy, while surveys ensured the reflection of collective stakeholder viewpoints.

Stakeholder engagement is a central component of CDA's materiality analysis and a core pillar of its broader sustainability approach. Through structured engagement with both internal and external stakeholders, CDA provides a platform to capture diverse perspectives and insights. This inclusive process supports a comprehensive understanding of CDA's sustainability journey and informs the continuous improvement of its initiatives. By recognising and integrating the views and interests of its wide stakeholder base, CDA seeks to strengthen its sustainability performance in alignment with Dubai Plan 2033 and the SDGs.

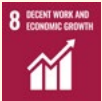
The stakeholder groups considered within the scope of this report are outlined below:

Internal Stakeholders	External Stakeholders
Executive Council	Clients
Top Management	Suppliers
Management	NGO's & Community
Employees	Government

Lastly, following a detailed analysis of the collected data, the identified sustainability topics were mapped into a materiality matrix. This matrix provides a clear visual representation of the relative importance of each topic to both CDA and its stakeholders, enabling the identification of priority issues.

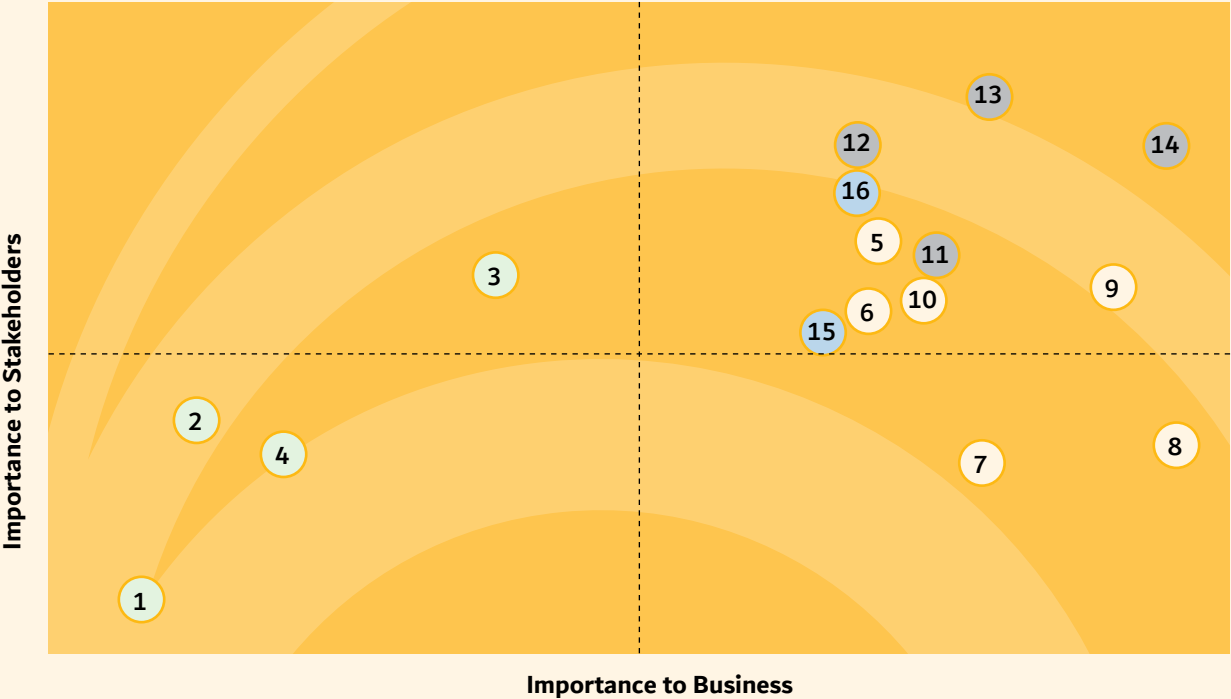
Methodology contd



Material Topic		Corresponding SDGs		Material Topic		Corresponding SDGs	
1	Climate Change			9	Health and Safety		
2	Energy Efficiency and Consumption			10	Talent Attraction and Retention		
3	Water Management			11	Governance		
4	Waste Management			12	Risk Management		
5	Community Empowerment/ Engagement			13	Transparency and Accountability		
6	Community Investment			14	Integrity and Ethics		
7	Diversity and Inclusion			15	Research and Development		
8	Human Rights			16	Digitalisation and Innovation		



Materiality Matrix



Priority Topics for CDA	Priority Topics for External Stakeholders
Integrity and Ethics	Transparency and Accountability
Human Rights	Integrity and Ethics
Health and Safety	Risk Management



Creating Value Through Our Communities

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Senior Citizens

CDA is firmly committed to enhancing the quality of life of senior citizens across Dubai, recognising the invaluable wisdom and lived experiences they contribute to our society. To put this commitment into action, CDA has a dedicated Senior Citizens Department in place. The department operates through three divisions, namely the Senior Citizens & Residents Protection Section, the Services & Activities Section and the Thukher Clubs. Each divisions addresses the distinct needs of older adults, while collectively fostering an inclusive and supportive environment.

As the population of senior citizens continues to grow, their role within the community becomes increasingly significant. CDA remains dedicated not only to delivering essential services but also to honouring and celebrating the knowledge, cultural heritage and contributions of older generations. The meaningful integration of senior citizens into the social fabric reflects our commitment to inclusivity and the principles of sustainable community development.



In a strategic move to support the growing population of older residents, CDA has significantly ramped up services tailored for senior citizens, reflecting a comprehensive shift towards active ageing. Recognising the evolving needs of seniors, especially as the number of residents aged 60 and above is expected to exceed 22,000 by 2030, CDA has introduced a forward-looking framework of programmes designed to enhance physical, social and mental wellbeing.

CDA's strategy revolves around six key pillars: mental wellbeing, social engagement, recognition of seniors' experience, economic sustainability, dignity and respect and social harmony. This multi-dimensional approach moves beyond basic care to embrace the full spectrum of senior citizens' aspirations, ensuring that older adults are integrated actively into community life rather than merely receiving services.

Central to this work is the Thukher Social Club, a vibrant community hub that has delivered over 80,000 services to senior citizens through recreational activities, social events and excursions, all aimed at strengthening social bonds and reducing loneliness. CDA also fosters intergenerational connection through initiatives that bring seniors' wisdom and life experience into schools and community settings, benefiting more than 11,000 young people.

CDA has launched a new "Respite Care" programme to support caregivers of senior citizens and People with Determination. The initiative enables primary caregivers, who are Dubai citizens and first-degree relatives living with the person they care for, to take short breaks for their own physical and mental wellbeing without interrupting care.

During these breaks, CDA arranges qualified substitute care either at home or at temporary care centres to ensure continuous support. The programme reflects Dubai's commitment to supporting families and enhancing quality of life, developed to meet high international standards.

People of Determination

Building on the foundations established throughout the years, CDA continued to advance its work in 2023 and 2024 to support and empower People of Determination across Dubai. Through sustained efforts and the expansion of key initiatives, the People of Determination Department remained focused on advocating for rights and strengthening inclusion within the community.

The department plays a critical role in safeguarding the rights and overall welfare of People of Determination, with a core mandate centred on protection, integration and social rehabilitation. Our approach ensures that individuals have access to essential support and services that enable them to lead dignified and fulfilling lives. To put the approach into practice, a range of targeted initiatives are in place. Further, a comprehensive framework, support by respective policies and procedures guide the work of the People of Determination department.

To advance inclusivity and social rehabilitation, while ensuring that People of Determination receive support tailored to their specific needs, we have implemented a range of targeted initiatives, including:

- Strategy for People of Determination
- Awareness and Training Programme
- People of Determination Management Service
- System for Reporting Violations
- Protected Employment Project
- Financing Alternatives Project

To track progress and assess the impact of the initiatives, key indicators are monitored, including the reach and effectiveness of awareness and educational programmes. Through ongoing measurement and evaluation of operational and impact indicators, the Authority ensures that its services remain responsive and capable of delivering meaningful outcomes for People of Determination and the wider community.

All efforts are aligned with the Dubai Plan, which promotes inclusivity and seeks to enhance the quality of life for People of Determination while contributing to the UAE's broader sustainable development objectives.





In a major step toward making air travel more inclusive, Dubai Airports joined forces with CDA. This partnership underscores a shared commitment to enhancing accessibility for travellers with visible and hidden disabilities, setting a new benchmark for inclusive travel and advancing Dubai's wider social agenda. The collaboration brings together Dubai Airports' operational reach with CDA's expertise in disability inclusion to identify and address key accessibility needs across Dubai airports. Guided by CDA's recommendations, Dubai Airports will implement improvements to services and support systems to ensure that People of Determination can travel with confidence and ease.

Among the practical enhancements under this partnership is the expanded integration of the Sanad communication platform, enabling travellers with hearing disabilities to connect with sign language specialists via video calls. Dubai Airports will map this service across its facilities, acquire needed equipment and train frontline staff to ensure seamless communication and assistance.

The agreement also includes aligning airport processes with CDA's established support channels to safeguard the rights of People of Determination and ensure an environment free from discrimination, including linking these systems with customer service platforms for swift response to concerns.

Additionally, the partnership supports the Sanad Smart Card, which offers tailored services and privileges and will contribute to building a database to inform targeted future programmes. To further expand impact, Dubai Airports and CDA will curate a joint annual calendar of free events and awareness initiatives in collaboration with other centres supporting People of Determination. The partnership also brings shared expertise to projects such as DXB's Autism Project, joint promotional campaigns, enhanced staff training and contributions to inclusive design principles across airport infrastructure.

The **Benefits for People with Determination Programme** is designed to provide targeted support that addresses gaps and removes barriers faced by People with Determination, enabling their full participation in society. Through this initiative, individuals receive the assistance and resources required to support self-reliance, enhance wellbeing and meet their specific needs.

Aligned with the objectives of the Dubai Plan 2033, the programme contributes to strengthening social solidarity and inclusion. By supporting People with Determination to overcome challenges and build resilience, the initiative plays an important role in fostering a cohesive, compassionate and inclusive society.



Family Development

The Family Development department's core objective remains to deliver essential services and assistance that empower families and foster a sense of safety and stability. These objectives are put into action by the two distinct divisions within the department, namely the Family Counselling section and the Family Programme sections. The combined efforts by the department are guided by CDA's overarching strategy and are closely aligned with the Emirate's desired outcomes under the Dubai Plan and the Dubai Social Agenda 2033, contributing to a cohesive and thriving society.

Through the continued implementation of a diverse range of projects and initiatives, the department seeks to create a supportive environment that nurtures strong family relationships while reinforcing belonging and security. Key programmes and initiatives include:

- **Marriage Bundle Package:** Provides newlyweds with the tools and guidance required to build healthy and sustainable marriages.
- **The Juvenile Centre:** A project and a feasibility study for a shelter centre that addresses the needs of vulnerable individuals and families by offering safe and nurturing environments.

In 2024, the Government of Dubai launched the Sheikha Hind bint Maktoum Family Programme, including the Dubai Weddings initiative, with delivery led by the CDA as part of our mandate to strengthen family cohesion and social stability across the Emirate. The programme supports Emirati families at key life stages and reduces social and financial pressures associated with marriage, contributing to long-term family wellbeing and community resilience.

CDA is responsible for the implementation and coordination of the programme, ensuring the effective delivery of a comprehensive support package for eligible Emirati couples. This includes financial support for wedding-related expenses, access to approved wedding halls and community Majlises and the provision of structured awareness and guidance programmes that promote healthy marital relationships, shared responsibilities and sound financial planning.

In addition to financial assistance, the programme integrates family awareness and capacity-building components aimed at strengthening marital stability and supporting couples during the early stages of family life. These services are aligned with CDA's wider family development and social care programmes, ensuring a holistic approach to family support.





Care and Rehabilitation

As part of its efforts to strengthen family cohesion, CDA continues sustaining the child protection system across the Emirate of Dubai in line with Federal Law No. 3 of 2016 (Wadeema Law). Through the development and implementation of dedicated plans and mechanisms, the system addresses the needs of children exposed to violence or neglect. Intervention plans encompassing legal, social, educational, health, psychological and physical dimensions are applied to ensure effective response and protection measures aligned with child development stages.

The dedicated department at CDA operates in accordance with policies covering flexible working arrangements, supervision and follow-up, ensuring that services are delivered with the highest standards of care and professionalism. Protection Guides, Protective Measures and Protection Indicators provide a structured foundation for safeguarding this vulnerable group. In addition, dedicated mechanisms are in place to report abuse, enabling individuals to raise concerns and seek justice when needed.

In addition to the protection, efforts also focus on raising awareness among families and caregivers regarding positive parenting practices that align with legal requirements and child wellbeing standards. Key initiatives include unifying hotline services to enable easier access for reporting abuse and establishing clear, structured workflows to ensure timely intervention and minimise risks to children. Together, these measures

strengthen protection systems and reinforce CDA's commitment to safeguarding children and promoting safe, supportive environments for their development.

The Care & Rehabilitation Department also plays a key role in strengthening social empowerment and community resilience by supporting vulnerable individuals and families through integrated prevention, rehabilitation and reintegration initiatives. Its work focuses on enabling recovery, promoting social inclusion and facilitating successful reintegration into society, while fostering awareness among families and the wider community to build a compassionate and supportive environment for those in need.

These initiatives are aligned with relevant national priorities and international frameworks and are implemented in compliance with applicable regulatory requirements. Coordination with competent authorities ensures that interventions related to substance abuse, rehabilitation, social protection and family support are delivered in a structured, responsible and holistic manner, enabling a comprehensive response to the needs of vulnerable groups across the community.

SOUN Centre for Care and Rehabilitation

In 2024, CDA established the SOUN Centre for Care and Rehabilitation, a specialised facility dedicated to providing a safe and supportive environment for the rehabilitation of juveniles in conflict with the law and guiding them toward positive life pathways. The Centre strengthens coordination among key entities involved in juvenile judicial and administrative processes, including the Family and Juvenile Prosecution, Dubai Police, and Dubai Courts. In collaboration with partners such as the Islamic Affairs and Charitable Activities Department, Dubai Health, the UAE Ministry of Education, the Knowledge and Human Development Authority, the Dubai Corporation for Ambulance Services, Dubai Municipality, Dar Al Ber Society, and ENOC Group, the Centre delivers structured rehabilitation programmes aimed at supporting behavioural development, social reintegration, and long-term wellbeing of young beneficiaries.

Despite these efforts, the department continues to address a number of challenges, including the absence of a centralised database for individuals in recovery, fragmented data related to addiction and limited access to specialised treatment and rehabilitation centres for addicts and prisoners. These challenges highlight the importance of continued intervention and service expansion. In response, the department pursues strategies aimed at strengthening social cohesion, supporting sustainable development and reinforcing family stability, enabling vulnerable individuals to overcome barriers and successfully reintegrate into society.

Institutional Care

The Institutional Care Programme supports inmates and their families in preparing for reintegration into society following release from correctional facilities. Through this programme, inmates and their families are provided with the skills and tools necessary to transition towards stable and productive lives. The programme adopts a holistic approach to wellbeing, addressing psychological, social and mental health needs, alongside the provision of counselling and specialised rehabilitation services.

The programme serves men and women from diverse backgrounds within penal and correctional institutions and is closely aligned with the UAE Government's broader objective of building a cohesive and inclusive social system. By supporting rehabilitation and reducing social gaps, the Institutional Care Programme helps ensure that individuals who have been marginalised are empowered to reintegrate into society, contributing positively to their families and communities.

In 2023, CDA launched the Psychological Education Programme, a proactive initiative aimed at raising awareness of psychological wellbeing and behavioural health challenges within the community. Delivered in partnership with social and rehabilitation institutions in Dubai, the programme focused on educating participants about the impacts of psychological stress and the importance of positive coping mechanisms.

The programme brought together members of the community, including individuals affected by psychological or behavioural issues and provided structured educational sessions designed to enhance resilience and readiness for recovery. Through these sessions, participants were equipped with knowledge and strategies to improve their mental wellbeing and support their pathways toward healthier life choices.

The programme culminated in a graduation event, marking the successful completion of the course and celebrating the personal growth and achievements of participants. This milestone demonstrated CDA's commitment to addressing not only social and economic needs but also psychological health as an integral component of social empowerment.

By fostering greater awareness, reducing stigma and providing access to supportive resources, the Psychological Education Programme contributes to a more inclusive and compassionate community in Dubai, one where individuals are better prepared to navigate personal challenges and contribute positively to society.



Community Programmes

As part of our commitment to building a resilient and inclusive Emirati society for present and future generations, fostering social empowerment remains a fundamental pillar supporting community wellbeing and sustainability. The Community Programmes Department at CDA plays a central role in advancing a socially connected and culturally enriched society across the Emirate of Dubai.

The department is responsible for regulating and promoting volunteering activities, accrediting volunteer hours and registering volunteering groups throughout Dubai. Through the development and management of volunteering opportunities via a dedicated volunteer portal, CDA encourages active community participation and humanitarian engagement, while nurturing a culture of empathy and shared responsibility among all members of society.

CDA's approach to fostering social cohesion is primarily centred on expanding both individual and institutional volunteering initiatives. By doing so, the department contributes meaningfully to the UAE's sustainable development priorities while ensuring alignment with the Dubai Plan 2030. All programmes and initiatives are implemented in accordance with the Voluntary Work Regulation Law and the Dubai Neighbourhood Councils Decree, ensuring that community engagement activities are well-governed, impactful and generate tangible value for society.

In addition to volunteering activities, the provision of inclusive spaces that facilitate daily interaction and social connection are in place to promote social interaction. A central part of this approach, is the management of various Majlises, community centres and structured social agendas. In addition, the ongoing management of condolence tents plays an important role in fostering solidarity and mutual support during times of loss.

At the heart of our mandate is the promotion of UAE culture, traditions and social norms, strengthening national identity among both Emiratis and residents. To further support integration and inclusion, free Arabic language courses are offered to non-native speakers, enabling deeper cultural understanding and a stronger sense of belonging within the local community. By celebrating the UAE's rich heritage and coordinating inclusive community initiatives, CDA seeks to cultivate unity, reinforce shared values and nurture a collective sense of belonging across society.

CDA recorded strong growth in volunteering engagement between 2022 and 2023, reflecting a deepening culture of community participation and social responsibility across the Dubai. During this period, the number of registered volunteers increased by 23%, rising from 44,547 volunteers in 2022 to 54,936 volunteers in 2023, demonstrating growing public interest in contributing to community and humanitarian initiatives.

This expansion in the volunteer base was accompanied by a significant increase in volunteering activity. Through the Dubai Volunteer Programme, CDA recorded a 57% increase in the number of volunteer activities, with events rising from 622 activities in 2022 to 1,437 activities in 2023. In parallel, the number of active volunteers - those participating directly in volunteering events grew by 60%, highlighting higher levels of engagement and sustained participation across diverse segments of society.

This notable growth is primarily attributed to the increased number of organised volunteer teams and the mobilisation of specialised volunteers, which enabled the delivery of a wider range of targeted and impactful initiatives. Collectively, these results highlight the effectiveness of CDA's structured approach to regulating and promoting volunteering through the Dubai Volunteer Programme.



Further, the Community Programme Department is addressing Human Rights topics through its dedicated Human Rights Section. The section supports the protection and promotion of fundamental rights across Dubai's community through a comprehensive approach encompassing grievance handling, monitoring, research, awareness-raising and stakeholder engagement. It manages and responds to complaints and consultations related to key human rights issues, including workers' rights, women's and children's rights, ensuring cases are addressed with professionalism, sensitivity and fairness.

The function also reviews international human rights reports relevant to the UAE, assesses findings, develops recommendations and tracks the implementation of ratified international conventions. This is complemented by the analysis of human rights-related data in Dubai to inform evidence-based decision-making and targeted interventions. To strengthen internal capability, specialised training is provided to staff on human rights policies and procedures, supporting consistent and high-quality case management.

Transparency and accountability are reinforced through the monitoring of key performance indicators, such as complaint resolution rates, adherence to processing timelines and the integration of recommendations into annual reporting. In parallel, targeted initiatives and multi-stakeholder platforms are convened to identify systemic challenges and advance the protection of rights to education, healthcare and identity.

The function further advances human rights awareness and knowledge across the community by preparing studies and reports, conducting research, and contributing to regional and international human rights forums. Through partnerships with national and international organisations, including UNICEF, tailored awareness programmes and educational initiatives are delivered to different segments of society, with particular attention to vulnerable groups. These efforts aim to embed human rights principles into community practices, promote prevention and strengthen social cohesion.

At the emirate level, the function leads the identification and monitoring of indicators aligned with international human rights conventions, supported by structured coordination with relevant stakeholders, the prioritisation of key indicators and the nomination of focal points across participating entities.



Financial Benefits and Empowerment

The Financial Benefits & Empowerment Department at CDA plays a vital role in supporting low-income and vulnerable groups by ensuring access to essential financial assistance. Guided by a strategic vision centred on social empowerment, the department is responsible for verifying beneficiary eligibility, allocating financial resources and making informed, evidence-based decisions to deliver support to those most in need. Through these efforts, the department contributes to improving quality of life and enabling individuals and families to live with dignity and stability.

To ensure the highest standards of transparency, efficiency and accountability, the Financial Benefits Department operates within the framework of Law No. 7 of 2012, which governs financial assistance programmes and establishes clear processes for the delivery of benefits. In line with approvals from the Executive Council, a robust financial benefits policy has been implemented, defining eligibility criteria and procedural guidelines to ensure that assistance reaches individuals and families who genuinely require support. The policy emphasises the use of organisational evidence approved by CDA, reinforcing consistency, fairness and accountability in decision-making.

The department adopts a multifaceted approach to achieving sustainable social impact. Through the adoption of modern technologies and digital services, the department has transitioned from manual to electronic processes, streamlining registration, documentation and verification procedures while promoting eco-friendly practices. The use of the Integrated Case Management System (ICMS) and electronic integration with government entities has reduced paperwork, improved data accuracy, accelerated eligibility assessments and enhanced service delivery efficiency. These measures have significantly contributed to service sustainability while reducing the environmental footprint of operations.

Central to the department's initiatives are periodic financial benefits and lump-sum assistance, designed to address the diverse needs of eligible beneficiaries. These include temporary or emergency housing support, provided based on clearly defined criteria, to assist individuals and families during periods of financial hardship. Overall, the Financial Benefits department reflects CDA's strong commitment to advancing sustainable social welfare in Dubai. Through well-governed policies, efficient systems and targeted support programmes, the department ensures equitable access to financial resources, supports vulnerable segments of society and contributes to the UAE's vision of a thriving, inclusive and sustainable community. By empowering individuals and families, the department also strengthens social cohesion and fosters a compassionate society across the Emirate.

In April 2023, CDA and the Emaar Foundation entered a strategic partnership to expand social support services for eligible citizens registered with CDA in Dubai. The Memorandum of Understanding (MoU) formalised a joint commitment to delivering enhanced assistance to vulnerable community members, particularly those facing socioeconomic challenges and in need of housing and livelihood support.

Under the collaboration, Emaar Foundation pledged financial and logistical support to community development programmes facilitated through CDA, enabling a more coordinated and impactful implementation of social welfare initiatives. The partnership leverages Emaar Foundation's philanthropic capacity and CDA's institutional expertise in social care to address critical needs across the Emirate.

This alliance illustrates the power of public-private cooperation in enhancing social wellbeing and empowering families in need. By combining resources, experience and reach, CDA and Emaar Foundation are better positioned to expand the scale and effectiveness of support services, contributing to family stability and sustainable community development in Dubai.





Social Regulations

Social regulation at CDA is overseen by the dedicated Social Regulations Department, which plays a central role in regulating, supervising and strengthening social care and community service providers across Dubai. The department is responsible for ensuring that social sector entities operate in line with applicable laws, standards and regulatory requirements, contributing to the delivery of safe and accessible social services for the community. Structured across four specialised divisions, the department supports effective governance, compliance and continuous improvement within the social sector, reinforcing CDA's broader mandate to safeguard social wellbeing and protect vulnerable groups.



The **Dubai Empowerment Programme** is designed to equip heads of low-income families and People with Determination with the skills, knowledge and guidance required to access employment opportunities and pursue sustainable career pathways. Through targeted capacity-building and education, the programme supports participants in integrating into the labour market and improving their quality of life. By enhancing employability, increasing income-generating potential and promoting self-reliance, the programme contributes to long-term financial stability and social wellbeing.

As beneficiaries develop the capabilities needed to support themselves and their families, the programme helps break cycles of dependency and financial vulnerability. By facilitating access to employment and income opportunities, the initiative significantly elevates living standards and strengthens social and economic participation across the Emirate of Dubai. The programme is closely aligned with the Dubai Plan 2033 and is delivered in collaboration with private sector partners and government entities, reinforcing a shared commitment to inclusive and sustainable community development.

The **Financial Awareness Programme** aims to enhance financial literacy within the Emirati community by promoting sound financial management practices and strengthening understanding of budgeting, saving, investment and debt management. The programme focuses on building essential financial skills that enable individuals and families to make informed financial decisions and adopt responsible consumption behaviours.

By addressing financial pressures and encouraging effective money management, the programme supports the reduction of financial stress and promotes long-term economic stability. These efforts contribute to improving overall wellbeing and fostering self-sufficiency among Emiratis, enabling them to build and sustain resilient livelihoods.

Aligned with the objectives of the Dubai Plan 2033, the Financial Awareness Program plays an important role in supporting the development of a cohesive and financially empowered community in Dubai. Through its focus on education and capacity-building, the programme delivers lasting positive impact by strengthening financial independence and resilience across the community.



The **Marriage Package Programme** is an incentive initiative introduced to ease the financial pressures associated with marriage and encourage timely family formation among young Emiratis. The programme seeks to reduce delays in marriage by addressing cost-related challenges and supporting couples as they begin their marital journey, thereby contributing to long-term family stability and social cohesion.

Under this initiative, the Marriage Package includes a range of supportive measures, such as marriage planning services, coordination with neighbourhood councils to host wedding events for men, collaboration with wedding halls affiliated with the programme and the redesign of wedding packages for women to better reflect their needs and preferences. The programme also delivers awareness sessions on expenditure planning and financial management, equipping couples with the knowledge needed to manage wedding-related costs responsibly.

Through the Marriage Package Program, previous financial and social barriers associated with marriage are addressed, creating more accessible and inclusive pathways for couples to establish families. By facilitating marriage and supporting responsible financial planning, the programme strengthens the foundations of a cohesive Emirati society, supports social stability and contributes to the preservation of cultural identity while fostering a thriving and resilient community.

The **Institutional Care Programme** supports inmates and their families in preparing for successful reintegration into society following release from correctional facilities. Through a structured and holistic approach, the programme equips individuals and their families with the skills, knowledge and tools required to transition towards stable and productive lives.

The programme addresses multiple dimensions of wellbeing, including psychological, social and mental health needs, through counselling, guidance and specialised rehabilitation services. It serves men and women from diverse backgrounds within penal and correctional institutions, ensuring inclusive access to support throughout the rehabilitation journey.

Aligned with the UAE Government's vision of fostering a cohesive and inclusive social system, the Institutional Care Programme helps reduce social exclusion and bridges gaps faced by marginalised individuals. By strengthening reintegration pathways and supporting family stability, the programme contributes to building a resilient, cohesive society and limiting the long-term impacts of social marginalisation.

The **Draft Law on the Protection and Social Participation of the Elderly** aims to safeguard elderly citizens in Dubai from neglect and exploitation, while promoting their dignity and overall wellbeing. Through the introduction of this regulatory framework, the engagement of older persons within the community is expected to increase, supporting greater social inclusion and participation.

By addressing the challenges commonly faced by elderly individuals, the draft law seeks to enhance their quality of life and enable active participation across the Emirate. As social participation increases, the wellbeing of elderly citizens is expected to improve, supporting their gradual and meaningful integration into community life.



The **Event Centre Construction Project** is designed to play a significant role in bringing together the local community and supporting at-risk youth by providing a structured and inclusive environment for engagement, development and rehabilitation. The project aims to create a dedicated space where young individuals can gather and work towards positive personal growth and future opportunities.

The centre will serve both male and female beneficiaries and will operate under unified programmes and procedures implemented at the Emirate level, in line with international best practices. Through a coordinated and standardised approach, the project seeks to enhance the quality and effectiveness of services provided to youth across Dubai. Key focus areas of the project include:

1. Establishing a dedicated centre for juveniles
2. Standardising services at the Emirate level
3. Rehabilitating delinquent juveniles in accordance with internationally recognised programmes
4. Preventing juvenile delinquency through early intervention and support

By addressing the rehabilitation needs of vulnerable youth, the initiative contributes to building a resilient and productive community. Expanding opportunities for youth development and social integration reduces the likelihood of delinquency and supports improved life outcomes. Beyond rehabilitation, the project plays a vital role in fostering social stability, strengthening community safety and supporting a cohesive and flourishing society.

This **Supporting Pioneers of Positive Change** initiative aims to recognise and highlight individuals within the community who have demonstrated leadership and made meaningful contributions to the social sector. By showcasing their efforts, journeys and achievements, CDA provides a platform to celebrate role models who have driven positive social change and strengthened community development in Dubai.

Through this programme, awareness and appreciation of impactful social initiatives are enhanced, fostering greater social cohesion and encouraging broader community engagement. By acknowledging the achievements of social pioneers, the initiative promotes a culture of recognition and inspires others to contribute to community-led solutions that address social challenges.

In collaboration with a wide range of stakeholders, the initiative seeks to identify role models and amplify their successes, ensuring their contributions are recognised and shared widely. The programme adopts a solution-oriented approach that encourages innovation, collaboration and collective action to address community needs.

Aligned with the objectives of the Dubai Plan 2033, this initiative supports the development of a cohesive and empowered community that preserves national identity while nurturing creativity, leadership and social impact.

Social Value Creation

CDA launched the Dubai Community / CSR Platform as a key outcome of its CSR Policy. The platform is designed to create an enabling environment where the private sector can directly engage with social initiatives led by the Dubai Government. By providing a centralised digital gateway, the platform enhances awareness of community initiatives across the Emirate and facilitates donations and contributions that support their expansion and impact.

Through the platform, organisations gain clearer visibility into CDA's community programmes, enabling them to better understand social needs and align their contributions accordingly. Leveraging innovation and digital technologies, the platform strengthens connectivity between the public and private sectors, ensuring greater accessibility to community initiatives in an increasingly digital landscape. Ultimately, the platform supports the translation of government priorities and aspirations into tangible social outcomes.

The initiative is aligned with the Dubai Plan 2033, reinforcing principles of strong and resilient governance through innovation. The CSR Platform is also aligned with SDG 17: Partnerships for the Goals, recognising that meaningful progress towards sustainable development requires collaboration across government, private sector and civil society. By promoting coordinated action, the platform highlights the importance of cross-sector partnerships in advancing social development and sustainability.

The platform provides clarity and transparency by categorising social initiatives and linking each opportunity to relevant SDGs, ESG factors, GRI indicators, potential impacts and beneficiary groups. This enables organisations to make informed, evidence-based decisions regarding their CSR investments and identify where they can generate the greatest social value. By improving access to information and expanding the range of engagement options, the platform empowers organisations to contribute more strategically to social development.

The CSR Platform is expected to deliver meaningful social and economic benefits by strengthening private-sector engagement in community development initiatives. Increased participation will support improved livelihoods for beneficiaries and contribute to a higher quality of life across the UAE. At the same time, organisations benefit through enhanced reputation, stronger sustainability performance, and more effective CSR outcomes, building trust among investors, employees, customers, and other stakeholders. By promoting transparency and collaboration, the platform enables cross-sector partnerships and efficient mobilisation of resources. Over time, this collective approach will help build more resilient and sustainable communities in Dubai, with the private sector playing a central role in driving positive social impact.

In 2024, Dubai Holding, in partnership with CDA launched the “Gift It Forward” initiative, a Ramadan-themed community outreach campaign designed to uplift thousands of vulnerable residents across the UAE.

As part of the national #RamadanInDubai campaign, the programme repurposed thousands of new inventory items from Dubai Holding portfolio companies and partner brands into thoughtful, one-of-a-kind gift packages. These gifts including clothing, accessories, books, stationery and more were distributed to 8,000 blue-collar workers and 500 low-income families, many of whom are supported through CDA services.

The initiative brought together volunteers from Dubai Holding, CDA and partner organisations including Azadea and Apparel Group. Hundreds of volunteers participated in packing and distribution events throughout Ramadan, fostering a spirit of community service, dignity and shared responsibility.

According to CDA leadership, the initiative exemplifies the power of partnership in enhancing social engagement and empowering community members, particularly during times of cultural significance. By combining compassion with collective action, Gift It Forward strengthened social solidarity and contributed to a more inclusive, supportive community across Dubai.





In April 2024, CDA launched an urgent relief campaign via the Jood digital platform to support residents affected by severe weather and heavy rains across Dubai. The initiative, titled the Tadamon (Solidarity) campaign, was established in line with directives from H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council, to provide immediate assistance to those whose homes and properties were damaged by adverse weather conditions.

Operating under the umbrella of the Committee for Assisting Weather-Affected Citizens in Dubai, CDA worked alongside government partners to mobilise support from private sector organisations, business leaders and community members. By integrating the campaign into the Jood platform, CDA enabled streamlined community participation and transparent tracking of contributions in real time, making it easier for donors to provide financial support directly to those in need.

According to H.E. Hessa bint Essa Buhumaid, Director-General of CDA, the strong response from businesses and individuals underscored the unity and resilience within Emirati society during times of crisis. Contributions are directed to assist both CDA-registered beneficiaries and other affected individuals registered with charitable partners on the platform, ensuring wide-ranging support.

The relief campaign through Jood not only offered essential assistance to weather-impacted residents but also highlighted the effectiveness of digital platforms in enabling community solidarity, enhancing private-sector engagement and reinforcing collaborative responses to social needs.





Leading through Governance

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Leading through Governance

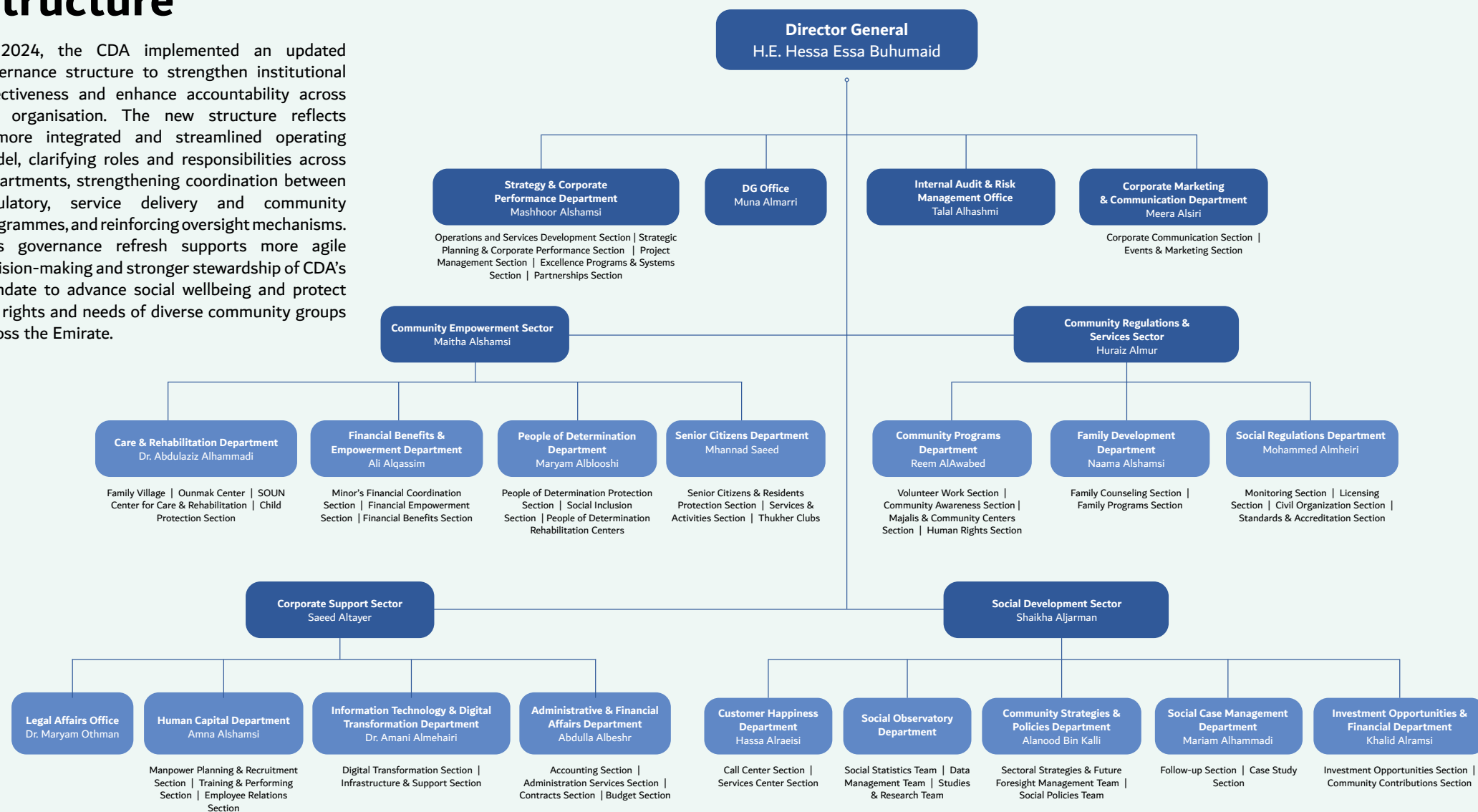
CDA's governance approach is founded on principles of transparency and ethical conduct, serving on the foundation of the effective delivery of its mission and strategic objectives. The Authority adheres to all applicable laws, regulations and policies, including the Dubai Government's Principles of Professional Conduct and Ethics for Employees, which provide a comprehensive ethical and legal framework guiding government officials in the performance of their duties. These principles emphasise integrity, loyalty, professionalism, and accountability, supporting Dubai's strategic ambitions, and promoting a cohesive institutional culture.

Fundamental Values of Public Service Ethics

Integrity	Avoiding suspicion, acting without personal bias or interests.
Honesty and Trust	Being clear, accurate, diligent and safeguarding public funds
Objectivity	Performing duties impartially and professionally without favoritism.
Justice & Equality	Treating all colleagues and clients fairly, providing equal and motivating opportunities.
Knowledge sharing	Exchanging skills and experiences to enhance organisational performance.
Team Spirit	Collaborating effectively, encouraging unity and mutual support.
Excellence	Striving for the highest standards of accuracy, creativity, and performance.
Positive Energy	Promoting optimism and a motivating work environment.

Our Governance Structure

In 2024, the CDA implemented an updated governance structure to strengthen institutional effectiveness and enhance accountability across the organisation. The new structure reflects a more integrated and streamlined operating model, clarifying roles and responsibilities across departments, strengthening coordination between regulatory, service delivery and community programmes, and reinforcing oversight mechanisms. This governance refresh supports more agile decision-making and stronger stewardship of CDA's mandate to advance social wellbeing and protect the rights and needs of diverse community groups across the Emirate.



Executive Management

The Director General of CDA, H.E. Hessa bint Essa Buhumaid, serves as Vice Chair of the Global Council for SDG 10 (Reduced Inequalities), working alongside fellow Chairs and Vice Chairs to advance the UAE's leadership in shaping global dialogue on the future of sustainable development. Through this role, she contributes to international efforts to reimagine the post-2030 development agenda, including the promotion of Extended Development Goals (XDGs) towards 2045, positioning the UAE as a thought leader in the evolution of the global SDG framework.

CDA's executive management structure comprises four Executive Directors, with the Director General providing oversight of the Internal Audit Office and Risk Management functions. This governance structure is further supported by an Enterprise Risk Management Committee, which strengthens risk oversight across the organisation. CDA recognises risk management as a core and integral element of its operations and is committed to fostering an organisational culture that embeds risk considerations into all activities, including decision-making and strategic planning. Risk management activities are designed to be proportionate to the level of risk faced, enabling CDA to effectively manage risks and leverage opportunities in response to evolving social, environmental and legislative requirements.

NAME	POSITION
H.E. Hessa bint Essa Buhumaid	Director General
Maitha Alshamsi	Head of Community Empowerment Sector
Huraiz Almur	Head of Community Regulations & Services Sector
Saeed Altayer	Head of Corporate Support Sector
Shaikha Aljarman	Head of Social Development Sector



Grievances Mechanisms

CDA maintains formal grievance mechanisms to address employee complaints and workplace-related concerns in a transparent and structured manner. In 2024, an increase of seven grievances was filed compared to the previous year, which is viewed positively as it reflects continued awareness of, accessibility to and trust in the grievance reporting system. All grievances are reviewed through established internal processes in line with applicable regulations and organisational policies, with the objective of ensuring fair assessment and timely remedial action where required.

	2023	2024
Number of grievances registered	6	13

Once a grievance is formally raised through dedicated channels, the case is managed in accordance with established procedures, providing employees with a clear and accessible mechanism to address workplace-related incidents. A key component of this process are the Grievance and Complaints Committees, which oversees the review and resolution of reported cases. There are internal committees for employee grievances and complaints, as well as external grievance committees, in accordance with the laws and regulations. These include:

Committee	Description
Volunteers Affairs Committee	The Volunteers Affairs Committee oversees volunteer engagement in line with UAE regulations, including the organisation and regulation of volunteer programmes, safeguarding volunteer rights and addressing matters related to volunteer conduct and welfare, while promoting structured and safe volunteerism aligned with national community.
Social and Financial Benefits Grievance Committee	The Social and Financial Benefits Grievance Committee reviews and resolves complaints related to social assistance and financial benefits, ensuring fair and transparent assessment in line with applicable eligibility criteria and regulatory requirements.
Grievance Committee for Civil Establishments	The Grievance Committee for Civil Establishments reviews complaints related to civil and community establishments, ensuring compliance with applicable licensing, operational and regulatory requirements.



Social Financial Benefits Grievance Committee

The Social Financial Benefits Grievance Committee is mandated to review and adjudicate grievances related to social financial benefits. The Committee considers grievances submitted within thirty days from the date of the contested decision or procedure, in accordance with Article (17) of Law No. (7) of 2012 concerning social financial benefits in the Emirate of Dubai. In fulfilling its role, the Committee issues decisions in alignment with applicable laws, implementing regulations and relevant administrative decisions, ensuring fairness and legal compliance in the handling of grievances. To support effective governance oversight and transparency, the Committee submits quarterly reports to the Director General outlining its activities and decisions during the reporting period. These reports contribute to institutional accountability and continuous improvement in grievance management processes.

Grievances and Complaints Committee

The Internal Grievances and Complaints Committee is responsible for overseeing the fair and consistent management of employee-related grievances and complaints within the CDA. The Committee addresses a broad range of matters, including administrative, functional and disciplinary complaints, ensuring that employee concerns are handled in a timely and impartial manner. In fulfilling its mandate, the Committee seeks to promote transparency and accountability across internal processes. It ensures the continuous and equitable treatment of grievances by applying clear procedures and objective assessment criteria, while enabling appropriate escalation where required. The Committee operates in accordance with applicable UAE labour legislation, Dubai Government human resources regulations and CDA's internal policies and procedures. Through this governance framework, the Committee ensures that employee grievances are reviewed objectively, decisions are reasoned and consistent and outcomes contribute to a respectful and compliant workplace culture.





Risk Management

CDA applies a structured enterprise risk management (ERM) framework to ensure that risk management activities are embedded across the organisation in a manner that supports value creation and protection. Overall accountability for risk management rests with the Director General, who has ultimate responsibility for the framework and delegates core risk management activities to appropriate management layers to ensure effective implementation and integration across CDA. As part of this framework, CDA determines the overall risk appetite, which defines the level of risk the organisation is willing to accept in pursuit of its objectives. The defined risk appetite guides the assessment and treatment of risks and serves as a reference point for evaluating exposure across activities and sectors. The ERM framework is reviewed annually by the ERM Function and the Director General to ensure alignment with strategic objectives, strategic planning, project management, and decision-making processes.

Risk categories under the Risk Management Framework include:



Social Development: Risks associated with engaging the local community and private sector to enhance self-reliance and support the development of Dubai's social sector.



Compliance: Risks arising from internal and external compliance obligations, including adherence by CDA staff to internal mandates, policies and procedures, as well as CDA's compliance with applicable federal and local laws and regulations.

Moreover, Risk Champions, in coordination with the ERM Function, conduct regular risk identification workshops within their respective sectors to identify risks and controls, assess risks, assign risk scores, and identify mitigation actions. These assessments are documented within Sector Risk Registers. The Risk Manager provides guidance to Risk Champions in developing and refining inputs to the Sector Risk Registers and works with them to consolidate departmental risk information into the Corporate Risk Register. Based on the outcomes of quarterly risk workshops and the Sector Risk Registers, the Corporate Risk Register is developed by the ERM Function and reported to the Executive Risk Management Committee (ERMC) and the Director General for action.

The ERMC meets on a quarterly basis to discuss corporate risks, their scores and associated risk treatment strategies, together with the Internal Audit and Risk Management Office. Regular monitoring of the risk landscape, policy violations and progress on risk treatment strategies is undertaken and reported to the ERMC and the Director General by the Internal Audit and Risk Management Office. Risk reporting includes updates to the Corporate Risk Register, changes in risk maps, the status of treatment plans and relevant market developments.



Putting Customers First

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Putting Customers First

CDA applies a structured and integrated Customer Engagement and Satisfaction Framework designed to ensure a high-quality and sustainable customer experience across all service channels. The framework is built around clearly defined engagement channels and standardised satisfaction measurement tools, to support continuous service improvement. Customer engagement is facilitated through multiple channels, to enable accessible and timely interaction with customers and ensure service coverage across physical and digital touchpoints.

Customer Engagement Channels



Customer Happiness Centres



Hotline



Call Centre



Email



CDA Website



CDA Smart Application



DubaiNow Platform



Social Media Channels



Field Visits

Customer Satisfaction

Customer satisfaction is measured using established government-wide and internal tools, including the Executive Council’s Customer Happiness Survey, internal CDA customer surveys and the Instant Customer Happiness Index. The satisfaction assessments are based on predefined criteria:



Quality of service and speed of completion



Efficiency and professionalism of employees



Clarity of procedures and ease of access to services



Overall customer experience, including post-service support

Satisfaction results are compiled and analysed on a daily basis through the Instant Happiness Index, monthly and quarterly through internal surveys and annually through the Executive Council’s Customer Happiness Survey, in coordination with the Strategy and Institutional Excellence department. Satisfaction outcomes are reviewed and approved by senior management to identify improvement areas and support corrective and enhancement actions. Key findings are incorporated into CDA’s institutional improvement plans, ensuring alignment with the 360 Policy and reinforcing continuous service development.

Customer Happiness Index Results		
Year	Disclosure	%
2023	Customer Satisfaction Score	93.6
2024	Customer Satisfaction Score	94.6
2024	Customer Retention Rate	100

Complaints Management

CDA follows a unified service standard for complaint resolution, where all complaints were resolved within an average of five business days from the date of receipt until final closure. This approach was aligned with the Dubai Government Unified Manual for Managing Customer Interactions, which stipulates a standard resolution timeframe of five working days for all complaint categories.

Year	Complaints Received	Complaints Resolved
2023	334	233
2024	1,075	777 (72.78% resolved within 5 working days)

Complaints that required additional review were directly referred to the concerned department, which was responsible for addressing and resolving the issue. Once the resolution was completed, the concerned department would inform the Customer Happiness Team, who would then communicate the outcome to the customer and proceed with official closure of the case.



Empowering Our People

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Empowering Our People

The sustainable management of our human capital, based on the highest standards of governance, is central to our organisational identity. By prioritising employees’ well-being and career development, we foster a supportive work environment that drives efficiency and long-term performance. To uphold the highest standards, we have a robust Human Resources Management system in place that strengthens workplace effectiveness and enhances overall organisational outcomes. Key elements of this system include ensuring the right skills and capabilities are in place, establishing clear operational processes, defining roles and responsibilities and implementing transparent performance evaluation and reward mechanisms.

Our Workforce

We are deeply committed to fostering a positive work environment that prioritises the well-being and engagement of our employees. Our human capital practices are designed to ensure organisational success while maintaining compliance with UAE labour laws and Dubai Government regulations. This commitment has led to a stable and inclusive workforce, contributing to the overall growth and success of the organisation.

Employee Statistics

	2023	2024
Total Number of Full Time Employees	284	342
Female Employees	64.7%	65.4%
Male Employees	35.2%	34.5%
Age: Below 30	28	52
Age: 30-49	192	223
Age: Above 50	64	67
Number of Entry Level Employees	243	293
Thereof Female	166	200
Thereof Male	77	93
Number of Mid-level Employees	36	45
Thereof Female	17	23
Thereof Male	19	22
Number of Senior Managers	4	4
Thereof Female	1	1
Thereof Male	3	3



Employees by Country

CDA’s workforce is diverse, with employees representing multiple nationalities, reflecting the inclusive nature of its recruitment practices. The diversity within the workforce promotes a collaborative and innovative environment, supporting CDA’s organisational goals and fostering a rich exchange of ideas and perspectives.

Nationality		Number of Employees
	UAE	294
	India	13
	Egypt	12
	Jordan	11
	Oman	7
	Pakistan	7
	Sudan	7
	Comoros	6
	Other	25

Employee Satisfaction

Year	Employee Satisfaction Score	%
2021	Employee Engagement and Satisfaction Score	71.3
2022	Employee Engagement and Satisfaction Score	72.6
2023	Employee Satisfaction Survey	Not measured
2024	Employee Satisfaction Survey	74.2

Employee satisfaction is essential to our organisational performance and long-term success. A motivated and engaged workforce supports higher productivity and a positive workplace culture, while also enhancing employee retention and wellbeing. By prioritising employee satisfaction, we strengthen the ability to achieve strategic objectives and respond effectively to evolving operational and community needs. Despite the minor decline of 1.8%, CDA remains focused on enhancing employee engagement by actively seeking feedback and implementing initiatives aimed at improving internal communication and career development opportunities.





Workforce Dynamics

CDA is committed to fair and transparent recruitment practices that support the development of a resilient and capable workforce. The calibre and competencies of prospective employees are key considerations, alongside alignment with the organisation’s values and culture. A core component of CDA’s recruitment strategy is the Emiratisation Plan, through which the Authority aims to increase the representation of UAE nationals within the organisation. To support these efforts, CDA participates in career fairs, engages in initiatives hosted by the Dubai Government Human Resources department (DGHR) and actively advertises vacancies through the Dubai Careers platform.

	2021	2022	2023	2024
New Hires	21	53	34	58
Thereof Female	17	33	24	10
Thereof Male	4	20	40	18
New Hires below 30 Years	Not measured	Not measured	Not measured	24
New Hires between 30-50 Years	Not measured	Not measured	Not measured	20
New Hires above 50 Years	Not measured	Not measured	Not measured	3

New hires and employee turnover rates are important indicators of our organisational health and workforce stability. Monitoring these metrics helps us understand our ability to attract skilled employees, retain institutional knowledge and maintain continuity in service delivery. A balanced approach to hiring and retention supports operational efficiency, reduces recruitment and training costs and contributes to a motivated and engaged workforce aligned with long-term strategic objectives.

These trends reflect the organisation’s ongoing focus on retention, particularly for mid-career professionals and guide CDA’s strategies in offering targeted career development and retention programmes.

Year	Score Type	Total %	Females (%)	Males (%)
2021	Workforce Turnover Rate	7	7	12
2022	Workforce Turnover Rate	5	11	6
2023	Workforce Turnover Rate	12.17	8	17
2024	Workforce Turnover Rate	13.73	11	17

Turnover Rate by Age Group	2021	2022	2023	2024
Below 30	2	29	2	3
30-49	16	24	5	6
Above 50	3	0	2	3



Diversity, Equity and Inclusion

At CDA, diversity and inclusion are key priorities within our human resources management approach. We are committed to fostering a dynamic and inclusive work environment where individuals from diverse backgrounds can contribute their unique perspectives and ideas. In the UAE’s increasingly interconnected and multicultural context, embracing diversity and promoting inclusion not only enhances employee morale and engagement but also encourages creativity and innovation, contributing to overall organisational success.

CDA applies appropriate frameworks, policies and regulations to support diversity and inclusion across the organisation. These include adherence to the Code of Ethics and Professional Conduct of Dubai Government Employees (Executive Council Resolution No. 12 of 2020), which sets out the ethical and professional standards governing employee conduct within and outside the workplace. In addition, CDA implements the Dubai Government Human Resources Policy, which applies to all employees across the organisation. Together, these policies and established governance structures promote an inclusive work environment that ensures fair and impartial treatment, provides equitable access to opportunities and supports career development and advancement for employees of all genders. Since the start of our reporting journey in 2022, no incidents of discrimination have been recorded, either during recruitment or in the workplace, including any cases involving persons of determination employed by the organisation.

Emiratisation

Nationalisation is a key pillar of the UAE’s socio-economic development agenda, aimed at increasing the participation of national talent in the workforce and strengthening long-term national capabilities. By prioritising the recruitment, development and retention of national employees, organisations contribute to sustainable workforce development and the achievement of national development objectives. As a government entity, CDA places strong emphasis on Emiratisation as a strategic priority.

	2021	2022	2023	2024
Total Emirati Employees	193	239	204	246
Thereof Emirati Females	Not measured		77%	76%
Thereof Emirati Males	Not measured		23%	24%
Staff Members	Not measured		80%	81%
Supervisors	Not measured		15%	14%
Middle Management	Not measured		3%	5%
Age: Below 30	Not measured		27	44
Age: 30-49	Not measured		134	167
Age: Above 50	Not measured		34	35

Women Empowerment

We are committed to building an inclusive and dynamic workforce and recognise the importance of the seamless integration of women in the workplace. By promoting gender equality and providing equal opportunities for professional growth and leadership, CDA aims to equip women with the tools and support needed to succeed and lead. To support female employees, CDA established a Women’s Committee in 2022 to address their needs, promote wellbeing and provide a platform for sharing suggestions and feedback. During the reporting period, the Committee continues its work by empowering female employees.

In 2024, CDA reported that women’s empowerment remains a priority, with women represented across organisational levels and actively contributing to the Authority’s mandate and operations. The ratio of full-time female to male employees remained at 1.8:1 for both reporting years.

Parental Leave

In 2024, 17 employees took parental leave, including 12 females and five males, representing a slight increase from 16 employees in 2023. Following their return, 14 employees, comprising 10 females and four males, remained employed for at least 12 months and continued in their roles within the organisation. This is consistent with the retention outcome in 2023, when 14 returning employees (nine females and five males) remained with CDA. These figures highlight CDA’s strong post-leave retention rates and demonstrate the effectiveness of its family-friendly workplace policies.

Employee Benefits

At CDA, we place a high priority on the health and wellbeing of our employees. We provide a comprehensive package to all full-time employees in compliance with Dubai Government Human Resources Law No. (8) of 2018 and its Executive Council decisions.

These benefits include:



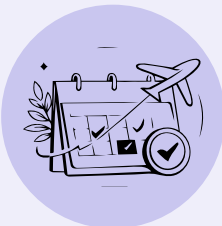
Full Medical Insurance



End-of-service Benefits



Pension Contributions



Paid Leave



Official Holidays



Performance-based Recognition Programmes

Our employee benefits are designed to ensure the mental and physical well-being and financial security of employees, reflecting CDA’s commitment to a supportive and empowering work environment.

Training and Education

Training and education play a critical role in enhancing employee performance and supporting long-term workforce development. CDA is committed to providing continuous learning opportunities that enable employees to build skills, adapt to evolving requirements and thereby contribute effectively to the organisation’s objectives. In 2022, CDA set a goal to ensure that employees remain well informed and aligned with updates to systems, policies and laws relevant to their roles, while continuously enhancing training programmes and expanding learning initiatives to include stakeholders and business partners. Building on this commitment, CDA continued to invest in learning and development in 2023, systematically tracking employee training hours across the total workforce, employment level, gender and local employees. The average annual training hours per employee remained consistent at 27 hours in both 2023 and 2024, reflecting CDA’s sustained focus on continuous learning and the development of a motivated and capable workforce.

Training Hours by Employment Level (hours per year)						
Year	Employees	Middle Management	Senior Management	Female Recipients	Male Recipients	Emirati Employees Recipients
2021	136	Not measured	68	106	210	Not measured
2022	212	Not measured	68	106	209	Not measured
2023	46	18	24	30	16	15
2024	52	29	31	31	21	37

Types of Training provided in 2023 and 2024

- Technical & Specialised Training Programmes
- Behavioural & Soft Skills Programs
- Functional / Professional Development Programmes
- Leadership Development Programmes





Human Rights Training

Specialised Workshops for Employees

Social Interviewing Skills

Malware

Secure Internet Usage

Innovation and 5G Technology

Professional Training for Licensing

Definition, Principles, Methodology and Tasks by Operational Model

Training Course on the Rehabilitation of Social Care Providers for the Elderly and the Disabled

New Employee Introductory Offer

World Government Summit

Refresher Workshop on How to Open the Scorecard in the Smart Track System

Information Security Awareness Workshop for the Senior Leadership 2023

Awareness Workshop on Child Protection in the Family Village

Child Protection Specialist Program

CBT Program

Diploma in Public Financial Management

Social Issues Course

The Customer Journey in Digital Services

Director of International Protocol

The Future of Metaverse Security

First HR Forum 2023

Skills of Preparing The Spokesperson for Official Institutions

The Fourteenth Social Work Conference of 2023

Introductory Workshop on Social Cohesion Management Services

Introductory Workshop on Family Cohesion Management Services

Introductory Workshop on Financial Empowerment Management Services

Introductory Workshop on the Management Services of the Most Vulnerable Groups

Introductory Workshop on Financial Benefit Management Services

Introductory Workshop on Customer Service Management Services

Introductory Workshop on the Services of the Management of the Elderly and People with Disabilities

Acceptable Use Policy Workshop

Smart Track System Workshop

Negotiation Workshop

Our Mental Health Workshop and the Importance of Maintaining It

ISO Integrated Management System Internal Auditor Course

Leadership Camp for Executives

Corporate Tax Awareness Programme

Leadership Camp for Department Managers

Workshop on the Art of Dealing with Children

On job Training

Social Interviewing Skills

ChatGPT Seminar

Events International Family Day 2023

Workshop On Preparing The Budget For The Year 2023

Social Engineering

Email Protection, Phishing & Social Engineering Workshop

Learning and Development System Workshop

Awareness session of technical IS Policies

Second Human Resources Forum 2023

Psychological Stress Workshop for Foster Families and How to Face Them

The Impact of Social Media on Children's Behavior Workshop

Human Rights Training contd



Specialised Workshops for Employees

Positive Education Strategy Workshop

Adolescent Care and Mentoring Program

Training Workshop in the Management and Implementation of Initiatives and Projects

Pensions Law Workshop

Strategic Construction of Talent Management and Innovative Succession Qualification Program

Smart Track System Workshop

Dubai Government Human Resources Law Workshop

Disciplinary System, Grievances and Complaints Workshop

Future Foresight Workshop

Gulf States Dialogue on Child Welfare Policies

Problem solving

Preparation and analysis of questionnaires

Innovation and Creativity

Contract Law Workshop

Custody is defined and Conditions According to The Personal Status Law

Refresher Workshop on How to Evaluate in The Smart Track System

National Early Childhood Development Training Action

Diploma of Anti-Human Trafficking Specialist Batch 9

Information Security and Data Breach

Time Management and Control of Work Stress

Innovative Proactive Services

Executive Diploma Sustainability and Corporate Social Responsibility Leader

Positive Parenting

Awareness Workshop on Information Classification

Workshop on Public Awareness of the Business Continuity System in Accordance with The requirements of ISO 22301:2019

Ethics Workshop

Psychological Balance in the Family Workshop

Excel Advanced Training Course in Excel

The Art of Persuasion

The Art of Dealing with Teens

PCM Instructor Certification Course

Mental Health Congress

Matrix Program

Adult to Adolescent MHFA

Government Accelerator Diploma

Diploma of Future Services

Effective Communication and Relationship Management

Awareness of the protection of private data

Strategic Planning

Government Excellence Standards for Customer Service

Writing Formal Letters

Negotiation Workshop

Business Continuity and Disaster Recovery Awareness Workshop

The Importance of Inclusive Employment and Creating a Suitable Work Environment for People of Determination

Teen Skills

Inclusive Employment

Workshop on the New Amendments to Federal Law No. 28 of 2005 on Personal Status

Professional Training for Licensing

Unified Case Management System Training



Rewards and Recognition Framework

We believe that rewards and recognition are essential components in encouraging our staff members and creating a great workplace culture that promotes productivity and job satisfaction. Therefore, in 2023 and 2024, we continued to apply a structured and transparent approach to reward and recognition, linked to performance-based outcomes and implemented in alignment with the Dubai Government Human Resources Law and its associated regulations. During the same reporting periods, CDA maintained a structured approach to talent development focused on building employee skills, knowledge and competencies through defined development pathways. Under our reward and recognition framework called the Distinguished Employee Programme there are 4 categories of awards which include the following:

Loyalty Programme	Rewards employees who have served 10 years and over
Happiness Hour	Rewards employees for the work achievement by reducing work hours
Employee Salary Increments	Rewards employees based on their performance
Financial Incentive Reward	One-time payment is provided reward employee performance

Remuneration Policy

Remuneration at CDA is guided by principles of fairness and equity, ensuring that employees are compensated in a manner that reflects their responsibilities and performance. As part of this approach, CDA monitors gender pay equity to promote equal remuneration for work of equal value. In 2023, the ratio of basic salary and total remuneration of women to men was 1:1, indicating parity in pay. This ratio was maintained in 2024, reflecting continued consistency in pay equity between female and male employees across the organisation and reinforcing CDA's commitment to equitable remuneration practices.

Year	Remuneration of Women to Men
2022	1.6:1
2023	1:1
2024	1:1



Managing Our Environmental Impact

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Waste Management	57
Key Procurement Data for 2024	58

We recognise the vital role of environmental stewardship in fostering a resilient and inclusive community. Our commitment to sustainability is embedded in a range of strategic initiatives that address key environmental priorities, including climate change, energy efficiency, water stewardship and waste management. By integrating responsible environmental practices across our operations, we aim to support a greener future and contribute meaningfully to the sustainable development of the Emirate of Dubai.

Electricity Consumption

CDA monitors its electricity consumption using Dubai Electricity and Water Authority’s (DEWA) tracking records. Tracking record in the forms of bills are received on a monthly basis and are reviewed and reported on as part of our sustainability reporting process.

Year	Electricity Consumption
2023	7,148,296 kWh
2024	9,765,978 kWh

The increase of electricity consumption stems from a surge in operational requirements linked to the delivery of community-focused services across facilities such as community centres, wedding halls and majlis.

Despite the increase, CDA continues to implement energy efficiency initiatives to manage and optimise energy consumption. During the reporting period, a range of energy conservation measures were introduced, including the activation of a Building Management System (BMS) to optimise electrical loads and targeted staff awareness campaigns promoting responsible energy use, such as switching off lighting in unoccupied areas.



Emissions Management

The Authority currently reports on Scope 1 and Scope 2 greenhouse gas emissions, with Scope 2 emissions calculated using the location-based approach in line with DEWA's reference data and calculation tools, ensuring our carbon footprint reporting is relevant and accurate in the country we operate. At this stage, Scope 3 emissions are not measured, as the necessary data collection mechanisms are not yet fully in place. CDA remains committed to strengthening its emissions reporting over time and intends to enhance data collection processes to enable the inclusion of Scope 3 emissions in future reporting cycles.

Definition		
Scope 1	Direct greenhouse gas emissions from sources owned or controlled by the organisation, such as company vehicles and on-site fuel use.	
Scope 2	Indirect greenhouse gas emissions from the generation of purchased electricity and cooling consumed by the organisation.	
Scope 3	All other indirect greenhouse gas emissions occurring across the organisation's value chain, including suppliers, business travel, waste or investments.	
Year	Emissions	Emissions Intensity
2023	emissions intensity	10.2 tCO2e/Employee
2024	emissions intensity	11.5 tCO2e/Employee
*Scope 2 greenhouse gas emissions are calculated using the location-based method, applying DEWA grid-average emission factors in accordance with the GHG Protocol and DEWA's reporting guidance.		

Water Stewardship

CDA recognises the importance of responsible water stewardship and closely monitors water consumption to ensure efficient and sustainable use across its operations. Water usage is tracked through DEWA's utility records, with monitoring conducted on a semi-annual basis to support effective oversight and informed decision-making.

Year	Utility Water	Drinking Water
2023	7,068,820 litres	93,122 litres
2024	15,273,940 litres	143,562 litres



Waste Management

CDA is committed to responsible waste management and minimising the environmental impacts associated with its operations, in line with the guidelines and requirements of Dubai Municipality. The Authority closely monitors total waste generated across its facilities to support effective oversight and continuous improvement.

Year	Total Waste Produced
2023	129 tonnes
2024	142 tonnes

While detailed quantitative breakdowns by waste type were not available during the reporting period, CDA continues to focus on reducing waste generation through circularity-oriented practices and responsible waste handling. The Authority remains committed to strengthening waste data collection processes and enhancing waste management practices across its value chain to further reduce its environmental footprint.

Advancing Through Responsible and Local Procurement

CDA is committed to strengthening local value creation through a responsible and inclusive supply chain strategy. During the reporting period, procurement activities were fully aligned with supporting local businesses and contributing to the national economy. Budget spent on procurement and relevant data is unavailable for 2023, however, in 2024, CDA's total procurement spend amounted to AED 137.1 million, of which 100% was allocated to local suppliers operating within the United Arab Emirates. This reflects a strong preference for local sourcing and reinforces CDA's role in supporting domestic enterprises and supply chain resilience.

Small and medium-sized enterprises (SMEs) form an important part of CDA's supplier base. In 2024, SME suppliers accounted for 11.4% of total suppliers, while 1.92% of total procurement spend was directed toward SME suppliers. Through continued engagement and inclusive procurement practices, CDA aims to further enhance SME participation in its supply chain. Overall, CDA's procurement practices reflect a strong commitment to local economic development and responsible supply chain management, supporting broader social and economic objectives within the UAE.



Key Procurement Data for 2024

AED 137.1 million

Total Procurement Spend

889

Total Number of Suppliers

798

Total Local Suppliers

11.4%

% of SME suppliers

1.92%

Procurement Budget Dedicated to SMEs



GRI Content Index



GRI Content Index

Statement of use	Community Development Authority (CDA) has reported the information cited in this GRI content index for the period January 1st 2023 to December 31st 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Applicable
Service Statement	For the Content Index – Essentials With Reference option Service, GRI Services reviewed that the GRI content index has been presented in a way consistent with the requirements for reporting with reference to the GRI Standards, and that the information in the index is clearly presented and accessible to the stakeholders. “The service was performed on the English version of the report.”

GRI STANDARD	DISCLOSURE	Location	OMISSION		
			Requirement(s) Omitted	Reason	Explanation
General Disclosure					
GRI 2: General Disclosures 2021	2-1 Organisational details	4			
	2-2 Entities included in the organization’s sustainability reporting	4			
	2-3 Reporting period, frequency and contact point	4			
	2-4 Restatements of information	4			
	2-5 External assurance	4			
	2-6 Activities, value chain and other business relationships	8-10			
	2-7 Employees	45			
	2-8 Workers who are not employees	45			
	2-9 Governance structure and composition	36			
	2-10 Nomination and selection of the highest governance body	36-37			
	2-11 Chair of the highest governance body	36-37			



GRI STANDARD	DISCLOSURE	Location	OMISSION	
			Requirement(s) Omitted	Reason Explanation
	2-12 Role of the highest governance body in overseeing the management of impacts	36-37		
	2-13 Delegation of responsibility for managing impacts	36-39		
	2-14 Role of the highest governance body in sustainability reporting	36-39		
	2-15 Conflicts of interest	36-39		
	2-16 Communication of critical concerns	36-39		
	2-17 Collective knowledge of the highest governance body	36-39		
	2-18 Evaluation of the performance of the highest governance body	36-39		
	2-19 Remuneration policies	36-39		
	2-20 Process to determine remuneration	54		
	2-21 Annual total compensation ratio	54		
	2-22 Statement on sustainable development strategy	38-39		
	2-23 Policy commitments	38-39		
	2-24 Embedding policy commitments	38-39		



GRI STANDARD	DISCLOSURE	Location	OMISSION	
			Requirement(s) Omitted	Reason Explanation
	2-25 Processes to remediate negative impacts	38-39		
	2-26 Mechanisms for seeking advice and raising concerns	38-39		
	2-27 Compliance with laws and regulations	38-39		
	2-28 Membership associations		Not Applicable	Membership associations are not deemed material for CDA as a governmental entity.
	2-29 Approach to stakeholder engagement	16		
	2-30 Collective bargaining agreements		Not Applicable	The UAE does not operate a formal system of collective bargaining agreements, and independent labour unions are not permitted. CDA follows the employment conditions that are centrally regulated by the federal labour laws.
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	17-18		
	3-2 List of material topics	17-18		



GRI STANDARD	DISCLOSURE	Location	OMISSION	
		Requirement(s) Omitted	Reason	Explanation
Climate Change				
GRI 3: Material Topics 2021	3-3 Management of material topics	17-18		
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	57		
	305-2 Energy indirect (Scope 2) GHG emissions	57		
Energy Efficiency and Consumption				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	57		
Water Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
GRI 303: Water and Effluents 2018	303-5 Water consumption	58		



GRI STANDARD	DISCLOSURE	Location	OMISSION	
		Requirement(s) Omitted	Reason	Explanation
Waste Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
GRI 306: Waste 2020	306-3 Waste generated	58		
Community Empowerment/ Engagement				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
Community Investment				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement	19		
Diversity and Inclusion				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	46		



GRI STANDARD	DISCLOSURE	Location	OMISSION	
			Requirement(s) Omitted	Reason
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination	49		
Human Rights				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
Health and Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
Talent Attraction and Retention				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
GRI 401: Employment 2016	401-1 New employee hires and turnover	48		
GRI 404: Training and Education 2016	404-1 Average hours of training per employee	51		
	404-2 Programs for upgrading employee skills	52-53		



GRI STANDARD	DISCLOSURE	Location	OMISSION	
		Requirement(s) Omitted	Reason	Explanation
Governance				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
Risk Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
Transparency and Accountability				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
Integrity and Ethics				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
Research and Development				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		
Digitisation and Innovation				
GRI 3: Material Topics 2021	3-3 Management of material topics	17		

Contact Us

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